

# Harris County Juvenile Probation Department 1997 Annual Report

## Taking Measure



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Cover:

*Juvenile probation officers from the aftercare unit (CUPS 7) visit to help a probationer stay on track.*

## **Mission Statement**

The Harris County Juvenile Probation Department is committed to the protection of the public and provision of services to youth referred for violations of the law. As mandated in the Texas Juvenile Justice Code, the department provides services including treatment, training, rehabilitation and incarceration while emphasizing responsibility and accountability of both parent and child for the child's conduct and offering the most opportunities for those youth who demonstrate the greatest potential for positive change.



## **HARRIS COUNTY JUVENILE BOARD**

To the Citizens of Harris County,

**Judge Robert Eckels**  
*Chairman*  
County Judge

**Judge Kent Ellis**  
*Vice Chairman*  
315th District Court

**Judge Mary Craft**  
*Secretary*  
314th District Court

**Judge Mary Bacon**  
*Building & Grounds*  
338th District Court

**Judge Georgia Dempster**  
*Budget & Finance*  
308th District Court

**Judge Dwight Jefferson**  
215th District Court

**Judge Pat Shelton**  
313th District Court

Making the streets safe for Harris County is a big assignment. Turning delinquent children into productive citizens is an even bigger challenge. Three years ago, the members of the Harris County Juvenile Board planned a strategy to end the shocking crimes committed by juveniles almost on a daily basis. There was total agreement; the cornerstone of the master plan to attack juvenile crime would be accountability - by youth and by their families as well. And the statistics of 1997 show an encouraging trend.

Today, more juvenile probation officers monitor offenders. We have more programs to intervene when a youngster shoplifts or commits a minor offense. Attention at this stage of a child's life may well divert him or her from growing into a life of crime. In addition, two new facilities will open in 1998 to provide more beds and services for juvenile probationers. We are proud that our new attitude toward juvenile crime has had such dramatic impact.

We are always looking for innovative ways to continue this trend and further reduce juvenile crime in Harris County such as our Juvenile Justice Alternative Education Program and charter school initiative. The community leaders and volunteers who share our concern about youth crime are working hand-in-hand with the Juvenile Probation Department to provide positive alternatives to children in their neighborhoods. Working together, we can provide safe neighborhoods and schools for all children of Harris County.

*Robert Eckels*  
County Judge



**HARRIS COUNTY  
JUVENILE PROBATION DEPARTMENT**

ELMER BAILEY, JR.  
Executive Director  
Chief Juvenile Probation Officer

3540 WEST DALLAS HOUSTON TEXAS 77019-1796

Message from the Executive Director

A deliberate effort to reduce juvenile crime by infusing policies, programs and laws that demand compliance with the rules of society was continued in 1997 for the third consecutive year. This "balanced approach" in delinquency prevention seems to be working. The statistics included in this report are proof of success.

To those of us in the juvenile justice system, "balanced approach" simply means including the rights of the citizens, victims and the taxpayers in our decisions about children who break the law. Victims have the right not to be victimized again, and, when possible, to be repaid for their losses. Taxpayers have the right to expect their taxes to be spent frugally on programs that prevent crime. Children who have broken the law have the right to demonstrate their willingness to change for the better and be forgiven under the law. To do this, they need our guidance, supervision and support, so we offer tremendous amounts of resources to those who want our help in order to become law-abiding citizens.

The powerful combination of hard work, community support, new programs, intense supervision and fair but firm justice has had a major impact on children and on our safety. The Harris County Juvenile Probation Department is committed to the continuance of this trend. We believe in it because we've taken measure and we have seen it work.

*Elmer Bailey, Jr.*

Chief Juvenile Probation Officer

## Taking Measure - A Special Report

Five years ago, serious juvenile crimes soared in Houston, Harris County and across the nation. The number of murders, assaults and burglaries involving youth was shocking. Stories about drive-by shootings, gang rivalries and innocent victims filled the newspapers. Our teenagers seemed like strangers and we feared them.

Fingers of blame were pointed at parents, teachers, courts, social and government agencies. Finding the

answers would not be easy. Juvenile crime has many causes and there would have to be many remedies.

Legislators and elected officials listened. Juvenile laws changed; curfews were enforced; courts were tougher; schools and churches developed innovative programs; government at all levels provided new funding; and the staff of the Harris County Juvenile Probation Department rolled up its sleeves.

Now, it's time to take measure of the work that has been done.



**Teamwork and trust are developed with parents in the ROPES challenge course.**

The 74th Legislature toughened the laws and dispelled the belief that juveniles committing crimes get only a "slap on the wrist." They made bold moves to give more effective tools and needed resources to the judges and the courts. Youth who break laws now may get hours of community service restitution work to do, years on probation, assignment to the boot camp or a trip to a state or county institution.

**In 1997, the number of homicides committed by juveniles declined almost 300% compared to 1994.**

Youth on probation in Harris County have many chances to succeed. They are offered rehabilitation, education, treatment and training under the watchful eyes of professionals. Conversely, probationers who scoff at probation rules will soon find themselves back in court or on their way to the Texas Youth Commission.

**In 1997, the number of arson cases decreased 300% compared to 1994.**



**Community service projects allow juveniles to pay back society and victims.**

Supervision is not limited to eight-hour workdays. The staff of the new Aftercare Unit provides a wide range of supervision for all youth starting as soon as they leave the Delta 3 Boot Camp, Harris County Youth Village or Burnett-Bayland Home. Late-night van curfew checks are conducted and random drug tests are done regularly. Youth meet on Saturdays for community service projects. Counseling and guidance are offered parents to help them supervise their children. They can also join in the ROPES challenge course which teaches young probationers trust and teamwork.

**In 1997, the number of auto thefts by juveniles decreased 300% compared to 1994.**

Youth will be closely evaluated at the new Burnett-Bayland Reception Center opening in 1998. Those with substance-abuse problems and special needs will be treated and an individual plan of supervision will be developed for each youth. Construction of a permanent, secure home for the Delta 3 Boot Camp is to begin soon. These new facilities and treatment programs were made possible by funds from the Harris County Commissioners' Court which supplement state and federal grants.



**Supervision helps juvenile probationers meet their court-mandated rules. (Drug testing and electronic monitoring)**

**Statistics show that serious offenses committed by juveniles in 1997 declined 76% than 1994 totals.**

**But why?**

Laws, courts and penalties are tougher. More juvenile probation and law enforcement officers are on the streets. Parents are being held more accountable for the actions of their children. Classroom teachers,

friends and neighbors are reaching out. Elected officials, church congregations, private and government agencies are collaborating at higher levels to bring more services to families.

**The work, the legislative changes, the care and concern of dedicated individuals are reaching our youth. We have taken measure and the results are promising.**



**Willing parents working with a juvenile probation officer to help their child follow the rules of the court usually leads to a successful conclusion.**

## 1997 Highlights

Recommendations of the KPMG Peat Marwick Performance Review were implemented and accepted by Commissioners' Court.

*A five-year plan for construction and operations enables the Juvenile Board to monitor the department's progress.*

Texas Juvenile Probation Commission funded 21 additional staff for the Progressive Sanctions and Intensive Supervision programs and for the institutions.

*Harris County Commissioners' Court approved 30 additional institutional officer positions to work at the new Burnett-Bayland Reception Center.*

The Juvenile Probation Department, Children's Protective Services and the Mental Health Mental Retardation Authority, approved a new TRIAD Prevention Program to begin in 1998. A new Director of Prevention Services will coordinate all prevention programs at the Chimney Rock Center.

*The PAT (Pre-Adjudication Team) Program was developed for supervision of juveniles who have been released from detention pending court.*

The in-house training academy for new employees and the use of certified Resource Training Officers from the staff for continued instruction reduces costs while providing needed training hours.

*CUPS 7 Aftercare Unit supervises youth leaving all county institutions with intensive supervision, drug-testing, electronic monitoring and curfew checks. Counseling and parent training are provided.*

The volunteer and intern program will be handled by Crossroads: Community Partnership for Youth effective January 1998. Judge Kent Ellis will serve on the Crossroads board.

*Overtime costs in the institutions were reduced while workers compensation claims and sick leave days decreased throughout the department.*

Audits by the American Corrections Association and Texas Juvenile Probation Commission were successfully completed.

*A new Performance Review Appraisal encourages employees to meet higher performance standards.*

Former employees provide positive feedback through a new exit interview process.

*All budget functions have been consolidated into a central office of financial services.*

All 32 hour-per-week staff members became 40 hour employees and 20 hour staff moved to 40 hour positions.

*Facilities under construction or renovation are the Burnett-Bayland Reception Center, Delta 3 Boot Camp, Harris County Youth Village Education Building and the Detention Center Teachers' Office.*

A \$331,000 federal grant will provide in-house residential drug-treatment at the new Burnett-Bayland Reception Center opening in 1998. The facility will have a mental health assessment unit, substance abuse and sex offender treatment programs. The total needs of each youth will be carefully evaluated at the new Center.

*State funds enabled the start of a shoplifter prevention pilot program as well as expanded parent education classes, an educational video library and counseling for youth and families referred to the Chimney Rock Center.*

A cooperative gang information program was implemented with law enforcement agencies and adult probation enabling all parties to know rules of probation set by the court.

*Site monitors assisted in the Community Service Restitution program at numerous work sites throughout the county.*

The following employees were honored by department staff:

"Boss" of the Year: Terri McGee, 314th District Court Unit

Juvenile Probation Officer of the Year: Gerald McKinnon, Pre-Adjudication Team

Staff Services Employee of the Year: Geneva Glass, Court Intake

Institutional Officer of the Year: Norman Briscoe, Juvenile Detention Center

*The department thanks the Old San Francisco Steakhouse for contributing to the Achievement Awards Dinner and Brenda Lee-Wise of Merrill Lynch for her contribution.*

### **Harris County Commissioners' Court**

The Harris County Commissioners' Court is a five-member elected body responsible for the general administration of county business. As a county agency, the Juvenile Probation Department receives most of its annual budget from the Commissioners' Court. In 1997, \$26,937,262 was allocated for staff salaries, direct client services, private placements, residential services and general operating expenses.

The Commissioners' Court also determines county personnel regulations and sets operational guidelines followed by the department. Commissioners' Court support enables the Juvenile Probation Department to provide services to thousands of troubled youth and their families in the community each year. The commissioners are:

**Robert Eckels**  
*Harris County Judge*

**El Franco Lee**  
*Commissioner  
Precinct One*

**Jim Fonteno**  
*Commissioner  
Precinct Two*

**Steve Radack**  
*Commissioner  
Precinct Three*

**Jerry Eversole**  
*Commissioner  
Precinct Four*

### **Harris County Juvenile Board**

The Harris County Juvenile Board is the governing body of the Juvenile Probation Department. As mandated by state statute, the Juvenile Board monitors all of the department's programs, institutional services and residential placement facilities. The board also sets

administrative policies and approves the department's annual budget prior to submission to the Commissioners' Court. The members of the Juvenile Board are:

**Judge Robert Eckels**  
*County Judge  
Chairman*

**Judge Mary Craft**  
*314th District Court  
Vice-Chairman  
Secretary  
Budget and Finance  
Program*

**Judge Mary Bacon**  
*338th District Court  
Buildings and Grounds  
Committee*

**Judge Mark Davidson**  
*11th District Court*

**Judge Pat Shelton**  
*313th District Court  
Program*

**Judge Kent Ellis**  
*315th District Court  
Vice Chairman  
Program  
Budget and Finance  
Juvenile Probation Liaison  
and Personnel  
Tri-Board*

**Judge Georgia Dempster**  
*308th District Court  
Budget and Finance*

### **Juvenile Board Advisory Committee**

The Advisory Committee brings together representatives of the medical, educational and legal community who have a clear understanding of the juvenile offender population. They make recommendations and provide consultation whenever called upon. The committee includes the following:

**Joe Bart**, *Chairman Emeritus*

**Lorraine Cervantes**

**Connie Clancy**

**Elizabeth Godwin**

**Dr. Regina Hicks**

**Iris Loep**

**Dr. Shirley Rose**

**Dr. Will Risser**

**Ernest McMillan**

**Beverly Malazzo**

## **Administrative Staff**

Executive Director, Chief Juvenile Probation Officer - **Elmer Bailey, Jr.**

Deputy Director of Administrative Services - **Harvey Hetzel**

Administrator of Data Control Systems - **Pam Boveland**

Deputy Director of Financial Services - **John Sukols**

Assistant Budget Officer - **Jerome Booker**

Deputy Director of Human Resources - **Jo Ann Jones-Burbridge**

Administrator of Training - **Keith Branch**

Administrator of Personnel - **Roslyn Beaty**

Deputy Director of Field Services - **M. Julia Ramirez**

Administrator, Field Services Operations - **A. Kinney Garcia**

Administrator, Deferred Prosecution Unit - **Cindy Jones-Geiger**

Administrator of CUPS I \* - **Marilyn Broussard**

Administrator of CUPS II - **Izer Billings**

Administrator of CUPS III - **Beth Perez**

Administrator of CUPS IV - **Cheryl Conrad**

Administrator of CUPS V - **Luann McCoy**

Administrator of CUPS VI - **James Redic**

Administrator of CUPS VII - **Tom Brooks**

Deputy Director of Institutions - **William H. Thompson**

Administrative Liaison, Institutions - **Terry Snow**

Superintendent of Juvenile Detention Center - **James K. Martins**

Assistant Superintendent - **Joe Santana**

Superintendent of Harris County Youth Village - **Ronald Niksich**

Assistant Superintendent - **John Burgess**

Superintendent of Burnett-Bayland Home - **Linda Crocker**

Assistant Superintendent - **John Kande**

Superintendent of Delta 3 Boot Camp - **Larry Smith**

Assistant Superintendent - **Bert Carter**

Deputy Director of Intake Court Services - **Bernard Hunter**

Administrator, Intake Screening - **Bob Husbands**

Administrator, 313th District Court - **Ron Perren**

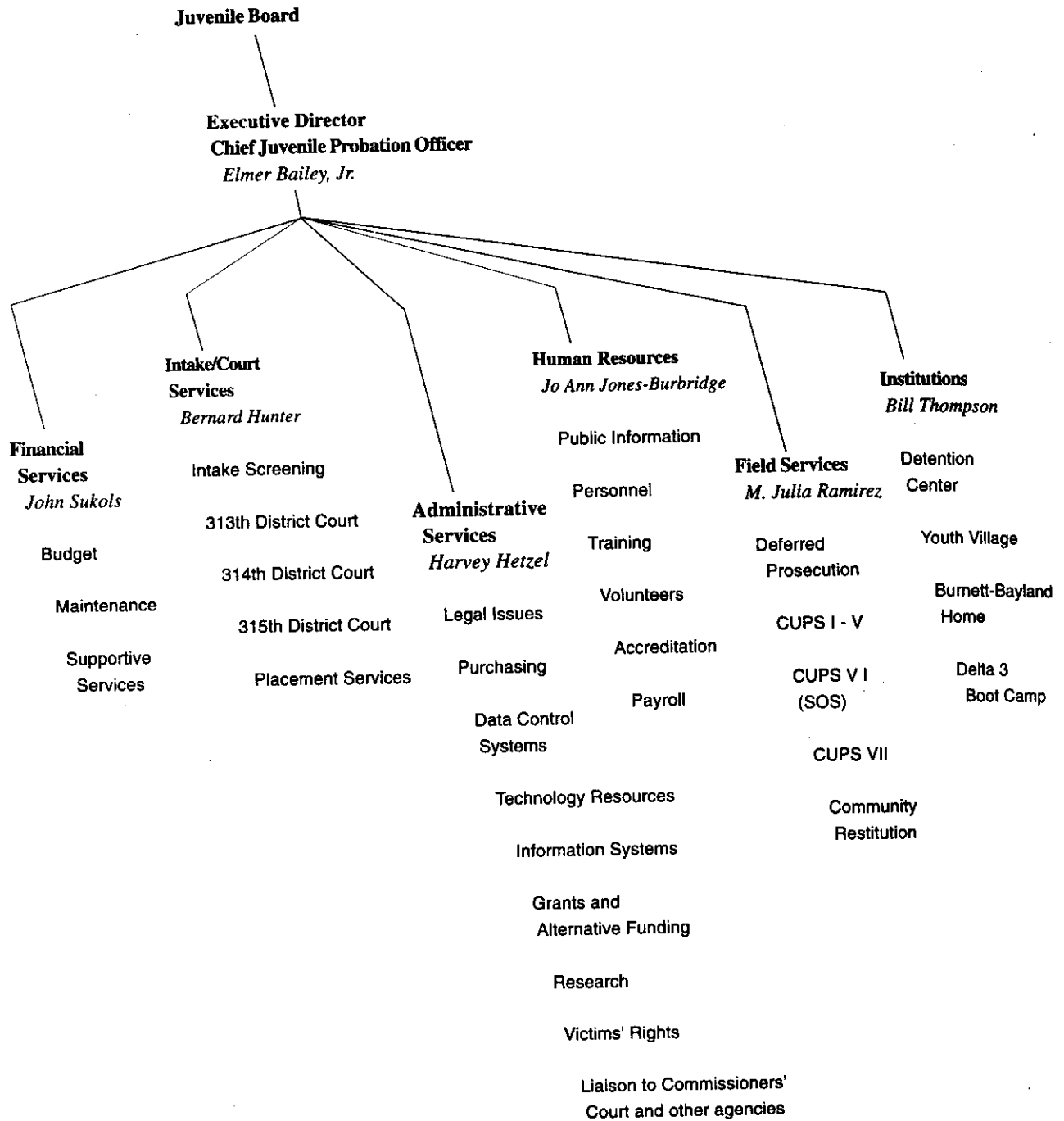
Administrator, 314th District Court - **Alice Sweeney-Herd**

Administrator, 315th District Court - **Genevieve Walls**

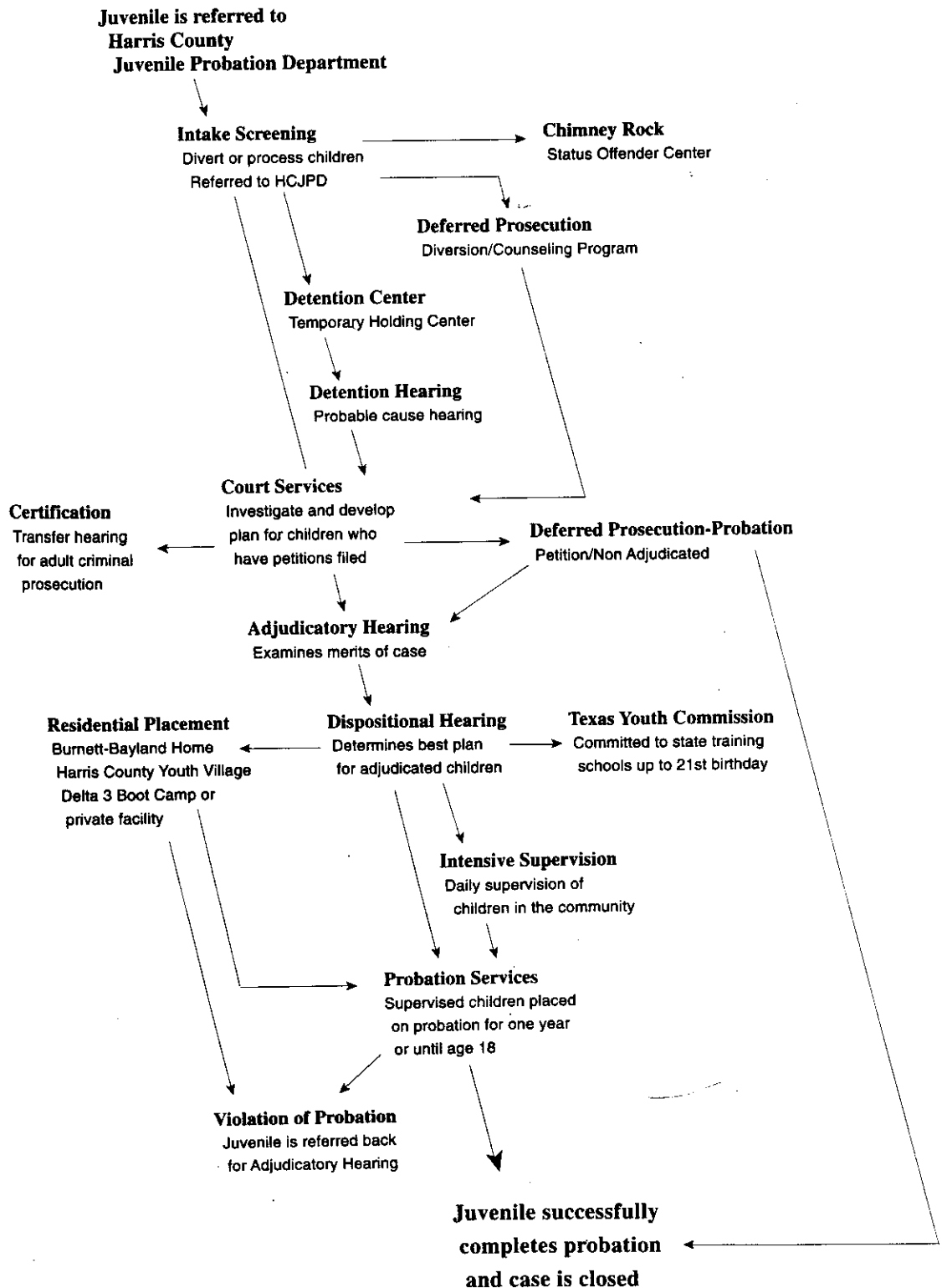
Administrator, Placement Services - **Debbie Williams**

\* Community Unit Probation Services [CUPS]

## Organization Chart



## Case Flow Chart



## Harris County Juvenile Probation Department

### Intake Court Services Division

#### Intake Screening

Harris County law enforcement officers may take a juvenile to one of two 24-hour intake units of the Juvenile Probation Department which are located at Chimney Rock Center (CRC) and the Juvenile Detention Center. Intake Screening is responsible for assessing immediate circumstances and deciding if the youth is to be detained or released.

In 1997, juvenile probation intake staff at CRC provided screening, assessment, crisis intervention, counseling and services to 5,668 referrals involving Progressive Sanction Level I status offenses (such as truancy, run-away and curfew violations) and Class C misdemeanors (such as alcohol violations). The goal of the Progressive Sanction Guidelines is to increase penalties and supervision if a child repeatedly commits offenses.

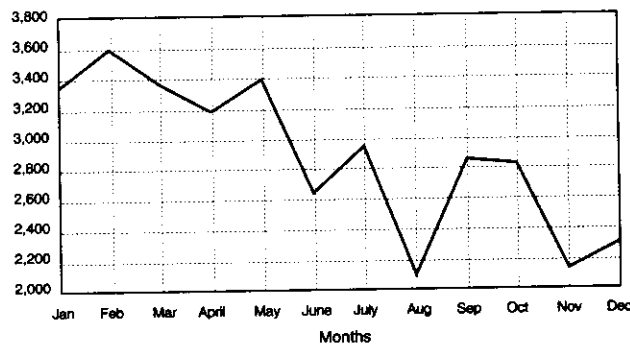
CRC is a central receiving and assessment center for Sanction Level I children at risk or other troubled adolescents. It is a joint project of the TRIAD agencies which are Harris County Children's Protective Services (CPS), Mental Health and Mental Retardation Authority

(MHMRA) and the Juvenile Probation Department. (Effective January 1, 1998, CPS is in charge of the Chimney Rock Center Prevention Program with employees of the three agencies reporting to a new director.)

All other cases were reviewed at detention intake. When a youth is thought to present a threat to self or to the community or is likely to run away and not return for a court appearance, the youth will be held in detention.

Level II cases such as shoplifting, marijuana use or harassment are reviewed by the Juvenile Division of the District Attorney's Office. Some cases are returned to the Juvenile Probation Department for counseling and follow-up by both juvenile probation officers (JPO) and highly trained volunteers. Families are asked to voluntarily sign a three-month contract agreeing to supervision by the department and often participate in the Community Service Restitution program. They are counseled and referred to monthly workshops or to other agencies for assistance and are required to report regularly on their progress.

Number of Referrals by Month, 1997



## Court Services

Once the District Attorney's office has filed a petition, the court services staff prepares a comprehensive profile of the juvenile and the case. This detailed report may be used with other information to aid the judge in determining a suitable disposition by including details about the youth's physical and emotional status as well as school and family circumstances.

If a juvenile is found to be delinquent or a "child in need of supervision" (CHINS), he or she may be allowed to live at home under stringent rules of probation, placed in a residential facility, county institution or committed to the Texas Youth Commission (TYC).

### Most Serious Offense Per Referral, 1995 - 1997

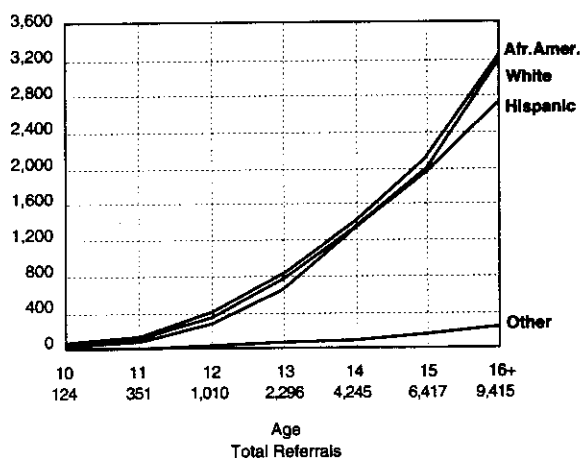
	1995	1996	1997
Murder	45	30	18
Arson	123	89	34
Assault			
Felony	636	363	317
Misd A/B	1,194	1,214	1,011
Misd C	2,695	2,597	3,160
Sexual Assault	152	147	112
Robbery	655	422	383
Burglary	1,869	1,498	1,218
Theft			
Felony	121	124	94
Misd A/B	2,736	2,469	2,187
Misd C	963	1,038	1,073
Auto Theft	357	236	119
Joyriding	843	503	357
Drugs			
Felony	752	566	669
Misd A/B	1,268	1,274	1,108
Misd C	338	223	238
Inhalants	55	32	41
Alcohol Misd B	9	9	1
Alcohol Misd C	13	16	18
Other			
Felony	642	615	508
Misd A/B	3,904	3,146	2,381
Disorderly Conduct	309	205	179
City Ordinance	3,373	3,106	3,591
Violation of Probation	326	795	1,177
Runaway* (CHINS)	6,731	4,758	7,985
Other* (CHINS) Offense	545	383	530
TYC Runaways	159	197	221
Administrative Actions	2,762	4,367	5,960
<b>Total</b>	<b>33,566</b>	<b>30,422</b>	<b>34,692</b>

\*Children in need of supervision (status offenses)

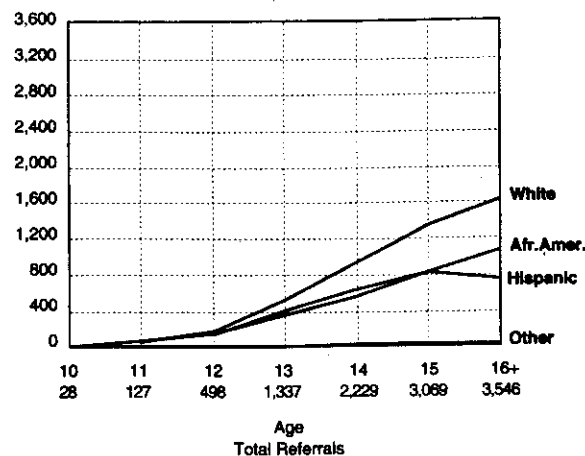
### Referrals by School District and Ethnicity - 1997

	Afr-Amer.	Hispanic	White	Other	Total
Aldine	773	462	361	48	1,644
Alief	855	402	256	73	1,586
Channelview	24	16	98	3	141
Clear Creek	26	31	2157	15	287
Crosby	52	28	117	13	210
Cypress-Fairbanks	190	207	752	59	1,208
Deer Park	17	61	177	3	258
Galena Park	127	245	186	4	562
Goose Creek	404	381	307	2	1,094
Houston	3,549	2,571	1,049	70	7,239
Huffman	11	11	61	10	93
Humble	77	42	401	10	530
Katy	42	84	336	5	467
Klein	157	72	418	19	666
La Porte	44	25	134	3	206
North Forest	403	109	73	1	586
Pasadena	71	621	614	28	1,334
Sheldon	22	20	69	3	114
Spring	131	90	309	7	537
Spring Branch	155	369	402	29	955
Tomball	7	5	64	0	76
Stafford	0	1	13	0	14
Waller	4	2	10	0	16
Pearland	31	20	42	1	94
Private/Parochial	174	124	206	3	507
Out of County	124	105	156	9	394
College/University	16	25	21	0	62
H C Education Dept	61	103	70	0	234
JJAEP	194	179	91	5	469
Not Available					13,109
<b>Total</b>	<b>2,886</b>	<b>6,232</b>	<b>6,917</b>	<b>418</b>	<b>34,692</b>

Referrals by Age and Ethnicity,  
Males, 1997



Referrals by Age and Ethnicity,  
Females, 1997



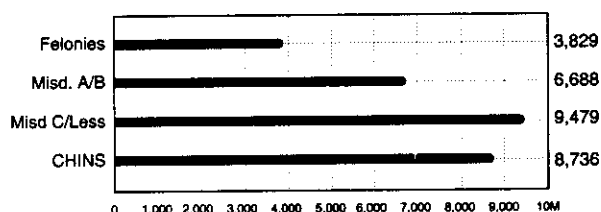
Referral Source, 1997

Baytown Police Department	1,262
Constable's Office	3,790
Harris County Sheriff's Department	3,598
Houston Police Department	12,685
Juvenile Probation Officer	2,122
Pasadena Police Department	1,832
Schools	7,311
Other	2,092
<b>Total</b>	<b>34,692</b>

Court Activity, 1997

<b>Disposition</b>	
Certification	223
Certification Denied	20
CPS Involvement	32
Deferred Prosecution	866
Dismissed	62
Early Termination of Probation	64
Incentive completed	2
Informal Adjustment	0
Mental Health	1
Non-Suit	1,783
Not found CHINS or Delinquent	31
Passed	1,382
Passed-Writ issued	355
Probation	5,146
Probation / Restitution	1,349
SOS	132
TYC	800
Determinate Sentencing	61
Determinate Sentencing Review	0
Not bound over-Return to TYC	5
Bound over to TDC	15
Other	373
<b>Total</b>	<b>12,702</b>

Severity of Offense, 1997



### Placement Services

When a juvenile must be removed from the home, the Placement Staffing Committee considers all available alternatives. Information is supplied by the JPO as well as a psychological and psychiatric evaluation by the MHMRA forensic staff. Placement options are recommended in the court report for the judge's consideration. A special unit reviews all cases for possible federal reimbursement from Title IV-E funds, which during a 12-month period ending August 31, 1997, totalled \$348,870.

#### Mental Health Mental Retardation Authority of Harris County

##### Evaluations for 1997

Psychologicals	1,037
Psychiatrics	484
Family Evaluations	6
Total Evaluations	1,527

### Institutions Division

The Probation Department operates four institutions: the Juvenile Detention Center, Burnett-Bayland Home, the Harris County Youth Village and the Delta 3 Boot Camp.

#### Juvenile Detention Center

The Juvenile Detention Center is a secure, temporary residential facility for juveniles requiring a restricted environment while awaiting court action.

The Center features private sleeping rooms, multi-purpose activity rooms, gymnasiums, outdoor recreation areas, visitation and counseling areas, facilities for medical, dental, psychological and social services, a separate intake section and a courtroom. Advanced monitoring systems and architectural designs provide security and safety without bars.

### Placement Statistics, 1997

#### Residential Treatment Centers

Community Correction, Inc.	39
Desert Hills	11
Gulf Coast Trades Center	108
Hope Center for Youth	5
House of Aces	2
Houston Recovery Center	1
Incentive Boys Ranch	1
J. Robinson Treatment Center	8
Mary Lee Foundation	8
McDuffie's Adolescent Center	17
Minola's Place	1
Nikki Children's Home	2
Northwest Villa	5
Recor-Kerrville Juvenile Detention Facility	33
Riverside General Hospital	9
Sandy Brook Residential Treatment Center	7
Sheltering Harbour	9
Shoreline, Inc.	14
Tejas Home for Youth	6
Unity Children's Home	2
Vernon Drug Center	13

Total Numbers of Placed Youth \* 301

\* This does not include the Harris County Youth Village, Burnett-Bayland Home or the Delta 3 Boot Camp.

During their stay, juveniles undergo physical and psychological assessments, short-term therapy and crisis intervention. Recreation specialists provide daily physical education activities. Highly trained staff and volunteers work to promote feelings of self-worth, establishing trust and teaching juveniles to relate to others through structured unit activities.

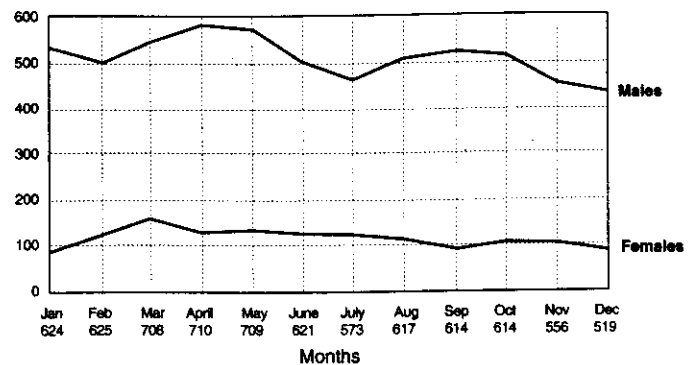
The Houston Independent School District (HISD) provides a complete educational program focusing on remedial reading, language and math skills in which these students are generally deficient. Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, tutoring and individual visitation. In 1997, 7,490 juveniles were held in detention.

Most Serious Offense Per Referral to Detention,  
1995- 1997

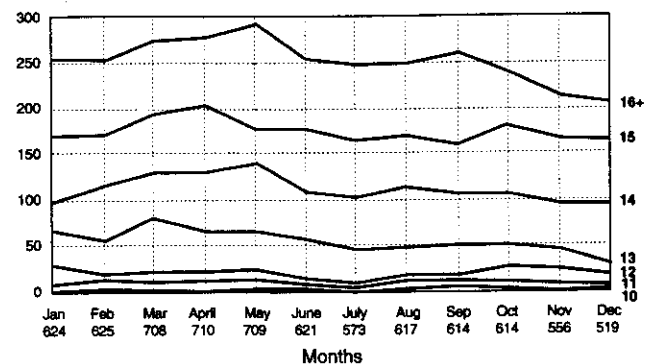
	1995	1996	1997
Murder	62	33	14
Arson	54	42	13
Assault			
Felony	511	290	269
Misd A/B	554	586	568
Misd C	50	64	96
Sexual Assault	130	104	87
Robbery	653	393	327
Burglary	999	801	652
Theft			
Felony	45	69	54
Misd A/B	592	833	754
Misd C	21	37	50
Auto Theft	237	172	86
Joyriding	594	456	284
Drugs			
Felony	671	414	258
Misd A/B	327	447	409
Misd C	24	36	24
Inhalants	19	24	28
Alcohol Misd A/B	0	0	0
Alcohol Misd C	2	11	6
Other			
Felony	310	303	439
Misd A/B	1,094	1,167	1,040
Disorderly Conduct	185	148	108
City Ordinance	127	248	236
Violation of Probation	239	453	570
Runaway* (CHINS)	262	238	224
Other* (CHINS) Offense	29	23	20
TYC Runaways	150	348	391
Administrative Actions	244	373	483
<b>Total</b>	<b>8,185</b>	<b>8,113</b>	<b>7,490</b>

\*Children in need of supervision (status offenses)

Admissions to Detention by Month and Sex, 1997



Admissions to Detention by Month and Age, 1997



**Burnett-Bayland Home**

The court may place delinquent boys who do not require secure confinement at the Burnett-Bayland Home. In 1997, 283 boys lived at Burnett-Bayland in cottages on the 40-acre park campus. Although some of the residents attend local public schools and participate in extracurricular activities off-campus, most are taught on campus by HISD teachers who work with students in small classes. Family visitation is encouraged and parents participate in regular educational meetings and other activities. Civic organizations and citizen volunteers

enhance the program with tutoring, counseling, education and recreation including several excellent basketball teams coached by dedicated volunteers and staff. The Rotary Club of Houston continued its generous support by sponsoring the annual Christmas Party and other events. The Harris County Sheriff's Department's Law Enforcement Against Delinquency (LEAD) program recruits volunteer deputies who act as mentors while the boys are at BBH and also after they go home.

A new reception center will open in 1998 on the BBH grounds where each child will be carefully evaluated before placement. Substance abuse treatment made possible by a federal grant will be available as well as treatment for other special needs. The state construction grant provided by the Texas Juvenile Probation Commission was supplemented by county funds.

### Harris County Youth Village

The Youth Village lakefront campus located in the Clear Lake area provides a secure environment for boys and girls placed there by a court order. In 1997, 537 juveniles stayed at the Youth Village. The program includes therapeutic, recreational, medical and drug counseling services.

An accredited school was operated on campus by HISD during the spring semester with Clear Creek ISD assuming responsibility for the fall semester. A full academic and vocational curriculum including athletics, guidance and remedial education is offered. With a low student-to-teacher ratio and an accelerated teaching pace, many students overcome major scholastic deficiencies during their stay. In addition to academic, computer and vocational instruction, residents are taught important practical skills such as job hunting, budgeting, household management, and parenting skills. Support and volunteers from nearby communities continue to be very important to the operation of the Youth Village.

### Delta 3 Boot Camp

The Delta 3 Boot Camp provides a residential correctional program for adjudicated males, ages 15 and 16, who have been classified as chronic repeat offenders. The trainees participate in a structured basic training program in three 60-day phases beginning with discipline and physical training followed by a stabilization phase. The first two phases of the Delta 3 Boot Camp are located on the fourth floor of the Houston Police Department's Westside Command Station. Phase III allows the boys to return home and attend school with intensive supervision by CUPS 7, a special Field

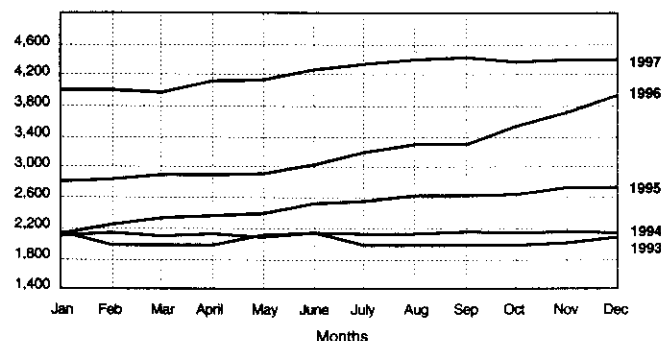
Services aftercare unit. They return on weekends for community service projects and counseling sessions. After successful completion of the first three phases, the trainees remain on probation in the community for an additional six months. Teachers from the Alief Independent School District provide educational classes at the Westside Command Station. During 1997, 467 young men were assigned to the boot camp program.

A permanent boot camp in west Harris County using a grant from the Office of Justice Programs of the U. S. Department of Justice supplemented by funds from Harris County Commissioners' Court will open in 1998.

### Probation Field Services Division

Most juveniles who go through the court system remain at home under probation supervision. The time period is usually one year but the court may lengthen probation time to age 18. Probation supervision and rehabilitative

Probation Cases Under Supervision,  
1993-1997



services for youth and their families are provided by the Field Services Division from 10 offices located throughout Harris County.

When a juvenile has been declared delinquent, the court sets rules of probation. General rules include completing community service restitution hours, reporting change of address, attending school or holding a job, not leaving the county without the probation officer's permission, curfew hours, restrictions on motor vehicle use and

### Field Services Programs for 1997

Program	Description
<b>Drug Free Youth</b>	Certified alcohol and drug abuse counselors are stationed in all satellite offices by the Houston Council on Alcoholism and Drug Abuse. They provide an assortment of interventions to those with substance abuse problems.
<b>Educational Workshops</b>	Workshops for youths and families on various topics.
<b>Incentive Program</b>	A voluntary program that may shorten probationary periods.
<b>MADD Victims Impact Panel</b>	Workshops for probationers and families intended to show the real consequences of drinking and driving presented by <i>Mothers Against Drunk Driving</i>
<b>Mentor Program</b>	Prominent community leaders and professionals provide positive role models for probationers.
<b>Parent Training</b>	Workshops in which parents are taught parenting skills.
<b>Peer Pressure Workshops</b>	Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.
<b>Prohibited Weapons Workshops</b>	Houston Police Department workshops which teach consequences of possession of illegal weapons.
<b>Restitution</b>	Community service work by probationers at sites throughout the county arranged by Field Services Coordinators.
<b>TDCJ Outreach Program</b>	Youth visit the Institutional Division of the Texas Department of Criminal Justice in Sugar Land and Dayton to learn realities of prison life.
<b>Therapeutic Counseling</b>	Professional, licensed therapists provide counseling to probationers and their families.
<b>Vision Care</b>	University of Houston, School of Optometry screens and examines youth and provides glasses and treatment.
<b>Wings</b>	Educational specialists advocate for juveniles to keep them in school, to reinstate them if expelled or to arrange completion of GED requirements and career planning.
<b>YEES</b>	Youth Education and Employment Services provides tutorial, remedial, pre-employment training and GED preparation to probationers.

submitting to drug testing upon request. In addition, monetary restitution may be required and the juvenile may be referred to counseling and educational programs.

In 1997, the state funded an additional 17 juvenile probation officers to decrease caseloads and allow increased supervision of youth. Approximately 3,663 youths were under supervision each month in 1997.

### **Deferred Prosecution**

Generally, juveniles referred by the courts to Deferred Prosecution (formerly Informal Adjustment) are younger, non-violent offenders to whom the court may offer the option of voluntary participation to avoid adjudication.

Deferred Prosecution guides youth through six months of specialized programs, intensive counseling and supervision aimed at diverting them from the juvenile justice system. Drug-dependent youth are referred for therapy and education. Other services include parent-training workshops, AIDS education and peer pressure programs designed to teach juveniles to act responsibly. Upon successful completion of the Deferred Prosecution contract, the case can be dismissed. In 1997, an average of 347 juveniles participated in the Deferred Prosecution program each month.

### **Intensive Supervision**

The Intensive Supervision Program (ISP/SOS) is intended to divert high-risk youth from the state institutions of the Texas Youth Commission while redirecting their lives through a program of close supervision and rehabilitation. This program is administered by juvenile probation officers and human service professionals who work with trained volunteers, student interns and community and civic groups. Each ISP participant must have adequate supervision by parents or significant adults at home. After placement in the program by the courts, each participant is contacted daily by a probation officer.

The "Super Saturday" events demonstrate the flexibility and creativity of the ISP program. Probationers and parents meet with tutors, counselors and other service providers for special sessions and workshops. In 1997, an average of 578 juveniles received services in the ISP program each month.

*In 1997, the CUPS 7 Aftercare Unit* grew to 21 juvenile probation officers who provide intensive supervision for youth leaving county institutions and expanded to include the Burnett-Bayland Home and the Harris County Youth Village as well as the Delta 3 Boot Camp. Staying on track during the weeks following release from structured institutional life is critical to any youth's successful return to the community. Clients participate in Saturday programs, drug-testing, electronic monitoring, parent-education workshops and Reality Orientation Physical Experiences (ROPES) courses.

*The Community Service Restitution Program* serves the entire department including intake court services youth referred for lesser offenses. In 1997, 3,137 youth worked 127,683 hours at sites around the county such as cemeteries, vacant lots and non-profit agencies. Judge Pat Shelton joined 250 youth on December 20 for a special Fourth Ward Community Clean-up.

*Monetary Restitution.* In 1997, the courts ordered 540 juvenile offenders to pay \$260,873 to victims. The department has collected \$144,357 so far in financial restitution. Collection of monetary restitution from cases heard in the latter part of 1997 continues. Almost a million dollars has been collected since January 1, 1993.

### **Juvenile Justice Alternative Education Program**

When the 1995 Texas Legislature revised the Public Education Code, lawmakers demanded safe schools and emphasized "zero tolerance" of disruptive behavior. The legislature also created the Juvenile Justice Alternative

Education Program (JJAEP) to educate students expelled from regular classes. Governed by the Harris County Juvenile Board, the JJAEP provides mandatory classes for students seven hours each weekday. In 1997, the JJAEP contributed to a safer community by providing a structured academic program for 569 students who otherwise would have been expelled to the streets. The Juvenile Board's commitment to a constructive partnership with Harris County's 22 public school districts suggests substantial growth for the JJAEP in the coming years.

### **Administrative Services Division**

The Administrative Services Division provides coordination and liaison with other agencies and services to victims. It also monitors legislation and legal issues, and submits grants and alternative funding proposals. The information and technological functions of the department are handled by four units: Data Control Systems, Technology Resources, Information Systems and Research.

### **Data Control Systems**

A statewide Juvenile Offense Tracking (JOT) system was mandated by the legislature and directs law enforcement agencies to enter information and fingerprints into an automated system referring cases directly to the Harris County District Attorney's Office, Juvenile Probation Department and the courts. As juvenile cases move through the juvenile justice system, the Data Control Systems personnel maintain the automated juvenile tracking system and master files by entering the juvenile's demographic information.

### **Technology Resources**

Technology Resources is responsible for computer training and the daily operation of the entire network including 15 remote sites which all have access to the Harris County mainframe systems as well as the Internet. In addition to daily network operations, the unit maintains all equipment and cabling, ensures secure data archiving, provides user support and any required technology expansion.

### **Information Systems**

Information Systems designs, implements and maintains legislatively mandated applications and serves as custodian of records. A close working relationship with the Harris County Information Technology Center and the Justice Information Management Systems helps provide quick solutions to any mainframe or cabling problems that might occur.

### **Research**

The Research Unit provides vital trend analysis information for the agency's planning purposes and evaluation of current programs. The unit also responds to frequent requests for data and information from government agencies, universities, private organizations and the media.

### **Grants and Alternative Funding**

Grant funds from federal and state government, foundations and private organizations are regularly sought to supplement county and state budgets for juvenile services. Over a half million dollars was acquired in 1997 from new grant applications to use for substance abuse treatment, counseling services and anti-gang training.

### **Financial Services Division**

The Budget Office oversees the department's fiscal operations including preparation and management of the annual budget, and regulating receipts and expenditures. The functions of the Supportive Services Unit, which is supervised by the Financial Division, includes maintaining office inventories of general supplies and providing mail, courier and print shop services.

In 1997, the department operated with a total budget of \$36,278,925. The funds were received from four primary sources: Harris County Commissioners' Court, Texas Juvenile Probation Commission, the Criminal Justice Division of the Governor's Office and grants from private sources.

## 1997 Budget

Harris County Commissioners' Court	\$ 26,937,262
Texas Probation Commission	
State Aid Grant to Counties	2,976,995
Community Corrections Funding	3,772,779
New Progressive Sanctions Funding	577,272
Operating Cost for New Facility	352,775
Challenge Grant (Residential Services)	90,386
Delta 3 Boot Camp	1,000,000
Criminal Justice Division of Governor's Office	
Purchase of Services Grant	370,210
Other Funding Sources	
Swalm Foundation/Volunteer Coordinator Grant	40,265
MHMRA of Harris County (Family Preservation)	44,290
Brown Foundation Counseling Grant	58,791
Rockwell Fund, Inc. (Gang Intervention)	10,000
Communities in Schools Grant	38,000
Junior League of Houston, Inc.	9,900
Total	\$ 36,278,925

\*This figure represents the allowed amount for the fiscal year March 1, 1997 through February 28, 1998.

### Human Resources Division

#### Personnel

The Personnel Unit handles payroll, insurance benefits, staff identification and provides staffing for the department ensuring that county hiring guidelines are followed throughout the agency. This unit posts available positions, processes employment applications and supervises screening and hiring. The Personnel Unit also maintains employment records for all staff. At the end of 1997, the department employed 706 persons.

#### Training and Staff Development

The Training and Staff Development Unit provides in-service training to enhance employee skills and meet the state training standards. Juvenile probation officers are required to attend 40 hours of accredited instruction

per year to maintain state certification with 16 hours for support staff. The Training Unit also provides special training for detention workers, secretaries, computer personnel and administrative staff. In 1997, an in-house academy for new employees was developed using juvenile probation officers who attended specific training to become certified Resource Training Officers. These officers also provide inservice training. In 1997, 4,000 training hours were earned during 385 workshops on topics such as legislative updates, CPR, gangs, victims' rights, computer proficiency, domestic violence, multicultural awareness, parenting and others. In addition, numerous presentations were made in schools, churches,

agencies and at many community events by other staff who volunteer and train in order to join the Speaker's Bureau.

### **Accreditation Procedures**

The Accreditation Unit coordinates the development of policies and procedures in order to meet both national and state standards. The American Correctional Association (ACA) audits Probation Services and the Juvenile Detention Center. Both received 100 per cent rating on all applicable standards in their last audit. The Texas Juvenile Probation Commission audits the entire department and all facilities requiring that acceptable standards are met in order to ensure state funding. An in-house quality control program is ongoing.

### **Volunteers**

The department is grateful for all of the volunteers who donate their time and valuable talents. Carefully screened and trained, these volunteers enabled the department to provide highly specialized, personal attention to juveniles. They integrate the community with the agency—a partnership that allows the department to meet mutual goals of providing quality services to redirect the lives of youth. During 1997, 142 volunteers from the community volunteered 2,540 hours throughout the department including institutions and field offices. In addition, 42 Junior League of Houston, Inc. volunteers worked 1,725 hours counseling children and families. Junior League volunteers have provided their skills and support to programs and services for over 30 years. Last year, the organization contributed \$9,900 to assist the department.

Crossroads: Community Partnership for Youth, Inc., a non-profit United Way agency, provides mentoring for youth, often at the request of the courts. Crossroads volunteers perform recreational, educational and community services with the youth. In 1997, the 196 Crossroads volunteers donated 20,558 hours of service valued at \$12.84 per hour, or \$263,965. (Effective January 1, 1998, Crossroads assumed responsibility

for the entire volunteer and intern program of the department. Judge Kent Ellis who sponsors the VICTORY program [Volunteers Involved and Committed to Rehabilitating Youth] has joined the Crossroads Board of Trustees.)

Dedicated volunteers serving with Special Youth Services, Youth for Christ and Youth Exchange provided thousands of hours of counseling, parenting classes, visitation and religious services at all of the department's institutions.

### **Student Interns**

A total of 58 students from area colleges and universities worked 5,662 hours in the department's student intern program in 1997. They served throughout the agency in a variety of positions, receiving training and experience in juvenile corrections.

### **Public Information Office**

The goals of the Public Information Office are to increase public understanding of juvenile corrections and to build community support for the agency's mission. The Public Information Office is responsible for providing meaningful and accurate information to the news media, other agencies, public officials, academic institutions, interested citizens and staff training.

The Public Information Officer also works with HISD coordinating appearances of prominent citizens and cultural presentations in the "Voices for Choices" program in the Juvenile Detention Center. Former astronaut Dr. Bernard Harris, Jr. visited the Detention Center as well as school children in ten schools in the "Dare to Dream" program assisted by other astronauts, and juvenile probation officers from Field and Intake Court Services.

The office provides quick response to media inquiries, produces the annual report, community and staff newsletters, and other publications; and works to maximize public and media access to the juvenile justice system within legal constraints.

## Credits

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